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The Opening Addresses
The Records of
The Twelfth Annual Meeting

February, 1926

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ROBERT L. KELLY
Secretary of the Association

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ARCHITECTURAL EXHIBIT AT THE CARNEGIE FOUNDATION OFFICE

At the request of the Secretary of the Carnegie Foundation, the Executive Committee arranged that the exhibit of college architecture at the Metropolitan Museum that formed so pleasing a feature of the Twelfth Annual Meeting should be transferred to Dr. Pritchett's office, 522 Fifth Avenue, New York City, where it will be open to inspection during the months of February, March and April. Hours: Daily, ten to four; Saturdays, ten to twelve. Visitors will be cordially welcome and it is hoped that many alumni and friends of the Association colleges will avail themselves of this opportunity to see the interesting collection of photographs of some of the best college architecture in the country.

If any contribution is needed before the expiration of the three months, it will be promptly returned upon request to the office of the Association, 111 Fifth Ave., New York, N. Y.

THE AMERICAN COLLEGE OF THE TWENTIETH CENTURY

PRESIDENT FRANK AYDELOTTE, Swarthmore College

President of the Association of American Colleges

We college presidents who have a certain responsibility for the development of the American college and who are credited by the public with exercising much greater influence over that development than in fact we do or can, are met this year to discuss the question of the character of the effective college, and it is to the beginning of that discussion that I propose to devote my presidential address. Our critics, whose name is Legion, will say that it is high time we applied ourselves to this subject. They will accuse us of having wasted much time in not attacking it sooner; they will demand that we should have settled it long ago.

As a matter of fact we are only giving a name this year to the real subject of all our discussions, and the real purpose for which our Association exists. We are undertaking at this meeting (and personally, I hope that we shall devote at least one more annual meeting to the same undertaking) to bring up to date the very useful booklet which the Association published under a similar title in 1917. Since that date many changes have taken place, what is possible now was not possible then, and difficulties which were then but dimly perceived now stare us in the face and shame us until we can find a remedy.

For we are creatures of our time, we college presidents. The institutions over which we watch, too often with ineffectual anxiety, are living organisms, responsive to the feverish spirit of the age, throbbing with its energy, reflecting its restless search both for passing pleasures and for the unattainable ideal. Like the newspapers, the movies, and the railroads, we must give the public what it wants. If we

cared to boast, I think we might say with some justice that we have gone a little further than anyone of those institutions in trying to convince the public that what it really wants is not what will satisfy its most superficial whim, but rather what will meet its deepest, perhaps as yet unconscious, need. Our success depends in the long run on persuading the public that what it wants is what will satisfy its best, and not its ordinary self.

We thank the Lord for our critics, but we can not give all of them all that they want, if for no other reason than because their demands are self-contradictory. The colleges are criticised because their manifold extra-curricular activities bulk larger and occupy more of the student's time than those academic studies for which the institution exists. On the other hand, they are criticised because sufficient scope is not allowed for these same activities, and most college graduates will say that they got most of their education outside the classroom. Our graduates are criticised because they have not learned thoroughly the things which they are supposed to have learned. They are criticised because they have not always developed sound moral character to resist the temptations of life, because they have not acquired the ability to make a practical success in the world and sometimes because they have not acquired the idealism which will make them subordinate practical success to the service of the public.

There is some truth in all these criticisms, but I think we can fairly make the point at this moment that our colleges are most under fire at the time when there is the greatest prospect of the most far-reaching and fundamental improvement. It is true that if one looks at the American college of today as it is, or rather as it seems to the superficial observer, the level is depressingly low. It is college life which fills most of the picture—clubs, societies, fraternities, athletic teams, organized cheering, hazing, rushing, tap days, amateur dramatics, oratorical contests, committees, newspapers, literary magazines, annuals, dances, house-

parties and conventions—a long series of highly organized activities, enough to fill not merely the leisure but, indeed, all the time of the harrassed undergraduate. Leisure is the one thing he never has—at any rate, if he aspires to be a big man in his college. For this undergraduate we should all of us here feel not contempt, nor quite admiration, but rather a deep sympathy—his life is so much like that of a college president. Like the college president he enters into it loyally, and does his part. Dutifully he tries out for teams (athletic or oratorical), or managerships, or editorial staffs; obediently he joins clubs, attends meetings, serves on committees, participates in drives, acts in plays, and in the intervals tries to get what he has been led by his elders to believe will be an education, by the process of accumulating a sufficient number of semester hours of credit to entitle him to the Bachelor's degree.

He did not originate our quantitative theory of culture. He takes it as he finds it, and often gets more out of it than its architects had any right to expect. He is not so much to be blamed as to be pitied, if he makes bad choices under the elective system, and frequently falls a victim to the specious philosophy of "getting by." If a large part of his time is spent in keeping up with the Joneses, on behalf of himself or his fraternity or his social set, he might retort (but doesn't) that he could have learned that lesson from the padded catalogue of his alma mater, built upon the theory that every institution, no matter how limited its resources, should offer the same courses on every aspect of every department of knowledge that are offered by every other.

But such a picture as this overlooks one important fact—that is, the saving discontent which we all of us feel, students and teachers alike, with the empty hurly-burly of college life. This is, after all, the rubbish on the glacier: below it the current is flowing slowly but irresistibly in the direction of saner and more real values.

The chance observer does not notice the movement of a glacier, but it is possible quite definitely to measure it, and

the life of this young association has yet been long enough to mark encouraging progress. The clearest sign of this progress is, it seems to me, the fact that the race for numbers is over, and that the race for quality has begun. A few years ago our colleges and universities were competing for students, and great emphasis was laid upon "healthy growth." Now we are beginning to limit our numbers, to compete only for the best students, and to point with pride to the multitude that we turn away. This movement is only beginning. Not many institutions have as yet more properly qualified applicants than they can take, and one does not hear of first-rate students who are unable to get in anywhere, though many of them are not able to get into the college of their choice.

For many years the problem of the college and the university was what to do with the inferior student. Upon him were lavished all the cleverness and skill of which collegiate pedagogy was capable. His spelling and grammar were given first-aid treatment by a band of devoted instructors in Freshman English, whose work had not a little in common with that of Red Cross nurses. He was especially coached in mathematics and the modern languages, sometimes by regular officers of the university, and sometimes by unlicensed but well-paid camp followers. Cunning and not always unsuccessful attempts were made to enlist his languid interest in history and philosophy. If everything failed, at least part of the blame fell not upon him but upon his teachers who had not been able to accomplish that implicit aim of modern pedagogy to teach anything to anybody.

Now that too is beginning to change. The object of our solicitude in these days is beginning to be not the backward, but the unusual student, the undergraduate of more than ordinary ability and ambition, who is only anxious for tasks that will test his powers to the full. He is no less difficult to deal with, he is even more of a problem, but a problem that better repays solution. Again I must repeat that the

change is only beginning and has already been not without opposition.

With all our belief in education, there is in the mind of the public at large a lingering distrust of intellectual excellence. I use the word "lingering" because it seems to me that this feeling is on the wane, but it still exists and it is the greatest enemy of all that we are doing—the enemy as Arnold would say of "sweetness and light." It shows itself in the overemphasis put by undergraduates and by the public on the social as contrasted with the intellectual values of higher education. It shows itself in the willingness of parents to allow and even to encourage their sons and daughters to waste in empty distractions so much of the time of those important years from 12 to 17, when they should be doing the reading that most of them will do then or not at all. It shows itself in the nervous dread which undergraduates have of specialization, which is only the fear that following out a definite intellectual interest as far as they can will put them "out of touch" with life.

Our large rewards in this country have in the past gone to "practical" men and our measure of values has too often been a material measure. The modern scientist has proved himself a veritable magician in assisting the practical man in the conquest of nature. Half a century ago Tyndall reproved us for accepting these gifts from science without realizing whence and how they came, and without making such provision for research as would ensure their continuance. The practical man no longer deserves this reproof. He has learned thoroughly well the lesson that Tyndall taught. The scientific research laboratories of many of our great industrial corporations shame those provided by the universities. The practical man himself has even caught from the scientist something of the spirit which exalts truth above its utility.

For that revolution in public feeling we must thank the scientist, and to it we can credit no small share of the influence which is breaking down popular distrust of intellectual

things and building up our civilization. For in the long run our civilization must be measured not by its material, but its intellectual and spiritual achievements; not by the wide extent of a low level of culture, but by the eminence of its mountain peaks.

Our task in this Association is to help each other to build up institutions which will render service to democracy in this high endeavor. Leaving it to the Association of American Universities and the Day of Judgment (which are two standardizing agencies, not one) to say how well we have done it, our task is to do it as well as we can. What is to be the college of the future—effective for the performance of this work? One is president of this Association only once, and to neglect that occasion to prophecy would be only timidity, so I shall take courage and say my say.

In the first place I make bold to say that it will be well endowed, not so often by the multiplication of endowment drives, even with the aid of the admirable commercial organizations now available for assistance in such enterprises, as by the much safer method of computing endowment as so much per student and limiting enrollment to what is for a given institution its most effective size. There are some colleges and universities in this country now struggling along in poverty which would be wealthy at one-fourth their size. We have long considered growth a sign of success, but we may come to the time when "reducing" will be fashionable.

But the day is yet far distant when this country can safely cease to enlarge its educational facilities. And given adequate endowments I see no reason why our colleges should not continue to expand. It seems to me likely, however, that small colleges, when they do expand, will be more likely in the future to do it not by enlarging existing organizations, but by adding other units to them, federated, as are the colleges of Oxford and Cambridge.

When the American father sends his son or daughter to college, he, or more likely his offspring, must choose between

the advantages of a small college and those of a large university. There are tangible advantages in each which can not be found in the other. Whatever the choice, the youngster gains in some respects and loses in others. But the Englishman does not have to make any such choice. He becomes a member of a small college, of from two to four hundred, and gets all the advantages of life in a small group. He is at the same time, by virtue of his membership in his college, a part of a large university with all that that may mean. Some two or three American institutions have already announced plans of enlargement upon this system, and its advantages are so great that I predict their example will sooner or later be followed by many others.

In the third place, I feel sure that the college of the future will be more expensive. We college administrators have not yet learned to put a just price upon the instruction which we offer. We do not realize how small a part the tuition fee makes of the yearly expenses of the undergraduate. Thousands of American parents maintain their sons and daughters at college more cheaply than they could board them at home. The preparatory schools have been more alert in this respect and the expenses of some boys are cut in half when they go from school to college. A higher scale of fees need not hinder the poor boy or girl from getting an education. This should make possible more liberal scholarship help for the poor. Our present system makes many colleges a charity for the rich.

It goes without saying that saner financial arrangements will mean larger salaries for the members of our faculties. I am not one of those who would expect from larger salaries a marked improvement in the ability of our teaching staffs. Some improvement there will be, but in my opinion not much. Nor is much needed. If teaching attracts some of the poorest brains in the country, it also attracts its share of the best. We undervalue them because we underpay them. Nothing but the love of teaching and of scholarship is a justifiable motive for entering the teaching profession, and, given a living salary, that motive is sufficient.

The college of the future will, I think, modify the elective system in important respects. The choices will still be there, but they will be larger choices and once the larger choice is made, the details will be fixed by regulation. It will, I believe, put more emphasis upon accomplishment and less on hours of credit. We shall dethrone the registrar from his position as arbiter of culture. The college of the next generation will be less like a secondary school. It will assume more maturity in the student, allow him more freedom and insist upon more serious work. It will thus capitalize for intellectual purposes the independence and initiative for which undergraduates now find scope only in extra-curricular activities. It will, it goes without saying, give more special attention to the best students than to the poorest.

I believe that American colleges in the future will be more highly differentiated and less standardized than they are at present. With a less artificial and conventional view of education, we shall abandon the conception of an academic unit of credit, valid anywhere for any degree, and focus attention not upon the individual credit hour but upon the individual student, who is the more interesting individual of the two. We shall not try to be all things to all men, but shall have the courage to cultivate each our own field in our own way. The gain in interest and in all the human intangible sentimental accompaniments of education would be enormous, and would in my opinion far more than counterbalance whatever loss there might be in academic interchangeability.

No prophet should expect to be believed, whether in his own country or out of it, but I shall put a greater strain on your credulity than I have so far done, when I say in closing that I believe the college of the future will be an even more important institution than it is today.

THE RHODES TRUST

DR. M. J. RENDALL

The Rhodes Scholarship Foundation

Mr. Chairman, Ladies and Gentlemen: It is indeed kind of your President to introduce me with those words which are so near my heart. The last few years have bound me very closely by bonds which nothing can break to your great people. I came here by invitation six and a half years ago and visited your chief Preparatory Schools. In England I saw your soldiers, who came to serve in the Great War, marching up and down in the streets of our little City of Winchester, which, so little, is yet the early capital of England and for centuries the seat of her Parliaments. It was the rest-camp of your troops before they crossed to France. I saw your soldiers dancing in our gymnasium and playing baseball in our cricket field; and apart from the war some of the red-letter days in my calendar have been those happy occasions when Americans, whom I had met across the water, paid a visit to Winchester, dining in my home or walking with me by the banks of the Itchen's calm stream or in our Warden's garden, which I love beyond all other gardens. Those were happy days, and you, sir, have added to that chain of memories one more link this evening.

I regard it as a high privilege to speak to such a distinguished assembly. I have, it is true, traveled 40,000 miles during the last fifteen months, and I have addressed assemblies of all kinds. I have addressed meetings of little school-boys; I have addressed the Town Council of Calgary, as well as some people who better deserve the name of sages in cities like Melbourne and Dunedin; but I have never stood with like trepidation before an audience which, I am bound to say, makes other audiences seem unscientific and illiterate. (Laughter.)

I could talk forever about Winchester, gentlemen, but tonight I shall avoid that temptation. (Laughter.)

I am going to speak to you, if you will allow me, for a few minutes this evening about a great international foundation, which I have the honor to represent. I am a commercial traveler, a drummer, as you call it (laughter), of, I hope, a superior kind. I am a traveler in Rhodes Scholarships, and all around the world I have been asking myself about this magnificent dream of Rhodes: What did the man mean? What superb audacity, what imagination twenty-seven years ago to conceive that your people and ours were so closely united in sentiment that it could be wise to invite Americans of character and ability to Oxford, and to expect that you would send us your best. Gentlemen, it demanded in you a singular magnanimity, and I thank you, as far as I have the right so to do, for sending such splendid Americans across to us at Oxford.

Let me give you an instance from a letter written by an Oxford undergraduate, a recent captain of our cricket eleven, who wrote to me last year, at an age when young men speak the truth and have not yet learned chicanery; he said: "The American Rhodes Scholars I have met in Oxford are, without a single exception, some of the very finest men in the University."

You will naturally ask, What do these Rhodes Scholars come to Oxford to get? You are perhaps familiar with that poetic dream of Matthew Arnold, which speaks of the "ineffable charm" of Oxford, who "spreads her gardens to the moonlight and whispers from her towers the last enchantment of the Middle Ages." Gentlemen, your scholars do not come mainly there even for that delightful purpose—to wander in her gardens. There are playing-fields more attractive to them than the gardens of the Fellows—which lie open to the sunlight; there are fields where youth disports itself; "the young barbarians" are "all at play;" and, though I regret to state it, it is true that your young barbarians have often outplayed and outraced our men on the campus.

What shall we say of enchantments? "The last enchantments of the Middle Ages." Gentlemen, you and we have towers and temples which breathe not the last, but the latest enchantments of the new age; the modern temples of science mean more perhaps to some of us than the antique towers of Oxford. It is an age of science—and yet are athletics and science the last word? Are they enough for the soul of the young Rhodes Scholar? I would say, by the way—and I mention it as a Cambridge man—that Oxford has progressed largely in science and that her laboratories have now reached a creditable scale, though I can not deny that your laboratories are more immense and better equipped than ours at Oxford and Cambridge.

Ladies and gentlemen, athletics are not all; science is not, in the end, the chief subject which they come to study. What is the main glory of Oxford? Why was it that Cecil Rhodes, at the age of eighteen, left his diamonds there in Kimberley and came to Oxford, in spite of the commands of his doctor and the insistence of his friends? What did he go for? To learn science? No! It would have been useful, but it would not have made him Prime Minister of the Cape; it would not have made him the arbiter of our destinies in South Africa. He went for the higher purpose, he went for the highest thing which Oxford could hold out—the studies of politics, philosophy and history, based upon the learning of the Old World. He went for what in Oxford they call the school of humane letters. He went to study in what I believe to be the greatest school of political wisdom yet invented.

Rhodes took eight years to pass his ordinary degree. His lungs were weak, and it was a battle whether he could survive the effort. He knew the importance of physique and his Scholars had to be strong and vigorous men. If you ask me, gentlemen, what is the highest aim of Oxford and of your universities, I would say it is to breed great statesmen, men who can control the future of their country, who will force themselves into politics, who have determined that

it is no longer a time for the best minds to hide in the shade instead of coming out into the open and governing your destinies. (Applause.)

Gentlemen, I look forward to happy days, even as Cecil Rhodes did, when perhaps the men who have hobnobbed together at Oxford and discovered, as Rhodes discovered, the sentence of Aristotle which told him that "Virtue is the highest activity of the soul living for the highest object in a perfect life"—I look forward to a time when perhaps the President of your United States and the Prime Minister of our country may have spent happy hours together in puzzling out the meaning of man and his destiny, and will meet in their political engagements in future on a basis of mutual understanding which nothing can destroy. They may have spent years together at Oxford; they may have spent years at Harvard. I rejoice in the counteraction which is now bringing, even this year, twenty Commonwealth Scholars from England to your universities. This Volapük of common educational ideas may, in my thinking, bring nearer the salvation of the world. This was the dream of Cecil Rhodes, published in his will, twenty-seven years ago; it was his message to the English-speaking nations of the world. That, and nothing less, is the ultimate goal of the Rhodes Scholarship Foundation, which is my special concern. I hope I have not magnified my theme. I love your nation from which I have received great kindness and I thank you for this opportunity. (Applause.)

THE JOHN SIMON GUGGENHEIM MEMORIAL FOUNDATION

MR. HENRY ALLEN MOE, Secretary

You will remember from your Bible history the story of Daniel in the lions' den; but perhaps you do not know that Daniel, upon finding himself in the midst of the lions, remarked, "Well, anyway, if there's going to be any after-dinner speaking, I won't be 'it.' " And so in the presence of the lions of American education, I could wish that to some one else were committed the very exacting duty of expounding the aims, the methods, the purposes and the ideals of the John Simon Guggenheim Memorial Foundation; and that I might say what Daniel said.

I shall pass rapidly over the means by which our plans were framed. That story has been told before. It will suffice to say that we, upon being called into the situation by former United States Senator Simon Guggenheim, at the time he contemplated establishing an educational foundation in memory of his late son, John Simon Guggenheim, took consultation with many persons, and carefully studied existing fellowships systems. We became convinced that the field of the greatest need for another international fellowship system coincided exactly with the field of the greatest return upon an expenditure of fellowship funds—that is to say, in the field of very advanced students, scholars and artists of past attainment and future promise.

Hence the Educational Advisory Board of the Foundation, of which your distinguished President, Dr. Aydelotte, is Chairman, recommended to the Board of Trustees the establishment of a fellowship system, of which the following statement seems to me to be the essence. I hope you will mark it well:

The plans of the Guggenheim Foundation, shortly stated, contemplate giving the young productive scholars and artists of the country opportunities to do the kind—any kind—of research or creative work that they are best fitted to do. These creative or research projects may be of any scholarly or artistic kind, and the two important factors that we determine before making an appropriation in any case are these: is the project thoroughly worthwhile; and is the applicant qualified to do a thoroughly first-class job with that first-class project? We are devoting all our income in aid of that kind of a person with that kind of a project.

On the basis of the statement I have just made, I am often asked whether the Foundation would be interested in getting such and such a piece of research done. The answer is that the Foundation is no more interested in getting one piece of research accomplished than another equally worth while—no more interested in developing a consistent theory of radiation in physics than in assisting the writing of a great symphony.

It is the individual that the Foundation wishes to assist—sending him or her anywhere in the world to do the thing that he or she can do superlatively well, to do it at the time when, and at the place where, it can best be done. And yet, while it is the individual that the Foundation wishes to assist and not the research or creative project, nevertheless in any candidacy to us, the project is of the essence of the application. I think that I can demonstrate that these two propositions are not mutually contradictory, and that this indicates a sound method of procedure for the Foundation.

We believe that the requirement of a definite research or creative project insures that the Guggenheim Foundation will be of maximum service. Our ideas on this subject are as follows:

The purpose of the Guggenheim Foundation is to be of service to the individual Fellows and through them to

American learning and art and letters, and also through them to the cause of international understanding. We believe that when we require an applicant to present a definite research or creative project, considered by responsible scholars or artists to be thoroughly worth-while, we protect him or her from perchance wasting a year or two on a project which may promise little or no result. Hence we make no apologies for our rigorous investigation of the merits of the project. We believe further that, when a young American scholar goes abroad with a definite project for research, he gains more, not only in the line of his research, but also in the way of making contacts, than if he goes abroad merely or principally for the purpose of making contacts. The reason lies in the fact that foreign scholars welcome American research workers, who are carrying on important research, because their presence leads to an international exchange of learning. There is close cooperation in the research, and the contacts flow as a matter of course.

We believe further, what clearly needs no argument to support it, that American science and letters and art can not be brought to their best without an understanding of what the world is doing in the same fields of high endeavor. In other words, we believe that our problems, intellectual and artistic, can not be worked out except on the basis of international understanding. We believe further—what is perhaps not so clearly demonstrable—that international understanding, understanding between nations, can best be worked out on the basis of science and letters and art.

In other words, the fullest international understanding flows from intellectual and artistic understanding, and intellectual and artistic understanding flows from international understanding—a completely circular process—a completely circular process in which only the individual of high personal and intellectual or artistic qualifications finds his place. And, believing that, no candidacy based merely upon a vague internationalism, or a desire to gain contacts, has any appeal for us.

With that as a basis, I may take you one step further into our plans and say:

The ideal application for a Fellowship on the Guggenheim Foundation discloses a definite and specific research or creative project already undertaken and in progress, which the applicant has carried to the point where he finds it necessary to have the benefit of the advice of a certain authority in his field, to have certain special laboratory facilities, or to have access to certain original documents, or analogous advantages, only available in some foreign university, library, laboratory or institution of research.

The point in that is that the Guggenheim Fellowships are not in the same category as the usual fellowships for graduate study. We are not financing Ph.D. research. In a proper case, of course, we have no objection to a Fellow's using the writing based upon his research in fulfillment of requirements for obtaining a Ph.D. or other degree. Yet the degree, as far as the Foundation is concerned, must be quite incidental to the project. And, of course, it follows that routine studies, or attendance upon courses, in fulfillment of requirements for obtaining any degree, are never assisted by the Foundation.

Now, then, given the worthwhile project, intellectual or artistic, proposed by a young productive scholar or artist, our plans and our arrangements are completely flexible. The fellowships are tenable anywhere in the world for any period, long or short, and the stipend is adjustable to meet the individual needs. There are no requirements as to previous degrees. The fellowships are open on equal terms to men and women (being citizens of, or permanently resident in, the United States), of every race and creed.

As to age limits, we suggest from 25 to 35 years to picture the kind of person the Foundation aims to assist. But there are no age limits. However, it will, I think, put you in the right point of view if I borrow a term from the language of athletics and say that we will not assist anyone who by reason of age and established position seems to have lost his "amateur standing."

We will consider any intellectual or artistic project. However, I am bound to admit that I sometimes am reminded of the story of the hotel clerk who was asked whether he had a copy of the *Encyclopedia Britannica* and who replied, "No. But what is it you would like to know?"

At the present time I have in my office a thousand applications representing a thousand aspirations of the human mind.

However, the saving grace in our plans with respect to that diversity of project is that it is not my judgment that prevails, but the judgment of responsible persons throughout the educational, scientific and artistic worlds. Doubtless, I have troubled most of you from time to time for your opinion. In that connection I would like to say that in administering these Fellowships, we feel that we are administering a public trust, and you can be of assistance to us in the discharge of that public duty only if you will let me have your candid opinions in the same spirit.

In conclusion, I think it will assist you in understanding the Guggenheim Foundation—and I am convinced that it is worth understanding—if you will look upon the Foundation as a patron of the arts, of letters and of learning.

DAVIDSON COLLEGE SURVEY

In view of the increase in the endowment of Davidson College, Davidson, North Carolina, by the setting aside of \$2,000,000 as the Duke Foundation for that purpose, the Board of Trustees recently invited Dr. Robert L. Kelly, Secretary and permanent executive officer of the Association of American Colleges, to make a study of the college's present distribution of executive and administrative functioning in Christian leadership. Dr. Kelly presented his finding to the Board of Trustees on February 17, when, by unanimous vote, the Board ordered the report printed in full.

**REPORT OF THE EXECUTIVE SECRETARY OF
THE ASSOCIATION OF AMERICAN COL-
LEGES FOR THE YEAR ENDING
DECEMBER 31, 1925**

Association Office

The routine work of the office the past year, in correspondence and in conferences, has been greater than that in any previous year. The field work has also been more extensive and has for the most part been carried on without expense to the Association. As a clearinghouse of information, the Association of American Colleges office continues to perform a function for which there is increasing demand.

*The Association
"Bulletin"*

The circulation of the Association BULLETIN has passed all previous records. Indeed, the number of copies distributed in 1925 was almost double that of 1924. This is due to the fact that many members of the Association subscribed for members of their faculties and boards of trustees, taking advantage of the special rate offered by the Executive Committee of fifty cents per year for such subscriptions. Several colleges are taking as many as sixty extra copies of the BULLETIN. While postal regulations have largely increased the cost of distribution, the price for the coming year will remain the same for subscriptions received from individuals or from member institutions. Too much praise cannot be given to the members of our Commissions and the speakers at our Annual Meetings, who spend much time and thought in preparing this new and authoritative literature. The four issues of the BULLETIN in 1925 contained 320 pages consisting very largely of such source material.

*The Increasing
Membership*

The number of applications for membership in the Association is far greater than ever before, as will appear from the report of the Executive Committee. Many institutions have applied beyond those recommended for admission by this Committee. Our policy of inclusiveness rather than exclusiveness has certainly proved to be a wise one. It cannot be said too often that this policy is in no sense antagonistic to the policy of the standardizing agencies. They have an important place. The Association is working in an entirely different field and with entirely different objectives.

*"Tendencies in College
Administration"*

The lectures delivered by your Executive Secretary at the Sorbonne on phases of college administration and life have been edited and printed in book form under the title "Tendencies in College Administration." It is now planned to issue a second edition of this book.

*The Vocational Distribution
of College Graduates*

Mr. J. G. Meyer made a careful survey of the college alumni of the country in the spring, in cooperation with the Association office. The colleges studied are located in thirty-five states; the number of colleges reporting was 156 and the number of graduates whose occupational and professional distribution is available is more than 150,000 for the six periods included in the study. Institutions studied were limited to such as have been recognized by sectional or other standardizing agencies and to such as had a liberal arts college enrollment of 1,000 or less. The study will be published by Dr. Meyer in due course. He submits the following in brief summary of his findings:

"The graduates of the small liberal arts colleges are entering the teaching profession in greater numbers than any other profession or occupation. A large number of colleges reported many 'unknown,'

but of the known occupations of their graduates a median of 8 per cent. enter the commercial pursuits, a median of 1 per cent. enter law, a median of 3 per cent. enter the field of medicine, a median of 54 per cent. enter teaching, a median of 4 per cent. enter other paid occupations, and a median of 7 per cent. enter unpaid occupations, not including housekeeping."

*Academic Credits in
Religion*

At the last annual meeting of the Association a committee was ordered to investigate the policy and practice of institutions of higher learning in the matter of credit for admission to college and for advanced standing in the case of transfers in the Bible and Religious Education. This study was carried on by the staff of the Association and the findings were published in the November issue of the BULLETIN. The cooperation of the members of this Association, and of those of the Association of American Universities and the National Association of State Universities, constitutes a record, we believe. The only American university that did not answer our questions was the University of Porto Rico. Four Association colleges failed to report.

*The Teaching of the
Fine Arts*

Early in the year the Carnegie Corporation made an appropriation of \$5,000 to the Association to be used in making a study of the teaching of the Fine Arts in typical American colleges. Our Associate Secretary, Miss Lura Beam, was released for this work and has spent several months in an intensive examination of institutions in the South, Far West, the Middle West and the East. Her report is not yet completed but will appear, it is hoped, in a few months, and will be of interest to every member of this Association.

*Architectural
Service*

About the middle of the year the office made an arrangement, through the cordial cooperation of the American Institute of Architects, with a distinguished member of its Committee

on Education, well known to our Association, to serve as an advising architect. His service in offering unremunerated counsel has been carried out faithfully and with great insight. Many expressions of appreciation have been received from Association members who felt the need of disinterested and competent advice. The technique of this plan is set forth in the November BULLETIN, together with a series of questions and answers on practical problems of plant construction.

*Further Fine Arts
Studies*

The Commission on College Architecture and College Instruction in the Fine Arts has well seasoned plans for extend-

ing its work in ways which it is believed will prove acceptable and valuable to the members of the Association. The plans will be announced a little later but in the meantime we are authorized to say that the Carnegie Corporation has renewed its appropriation of \$5,000 for the development of this program.

Other Commissions

The office desires to be of the utmost possible service to all the Commissions. In the assembling

or distribution of special data it is equipped to render efficient service through the addressograph for Association members and convenient mailing lists of various types. Such service has been rendered in the past to the Commissions on Academic Freedom, Curriculum, Distribution of Colleges, Sabbatic Leave, Psychological Tests, etc., as well as to the Commission on Architecture and Fine Arts. The more activity displayed by the Commissions, the better we like it, though our staff may require enlargement should the load become too heavy.

*Lectures on College
Administration*

At the invitation of Teachers College, Columbia University, your Executive Secretary accepted an appointment as Lecturer there in College Administration for the academic year

1925-26. These lectures are all scheduled within a single month, February, 1926. The invitation has been renewed for 1926-27. This is the first graduate department in College Administration in the country. The University of Chicago is now organizing a second one.

*The Presser
Foundation*

During 1925 your Executive Secretary was appointed a Director of the Scholarship Department of the Presser Foundation.

Since this appointment was made, Mr. Theodore Presser, the founder, has died. By the provisions of his will, the resources of the Scholarship Department are greatly augmented. They will be devoted to the extension of musical education and your representative has been asked to submit a list of colleges in which the teaching of music is carried on in terms approved by the Foundation.

"Safeguarding Funds"

Your Executive Secretary as a member of the Committee on Financial and Fiduciary Matters of the Federal Council of Churches, assisted in the setting up of a conference on the handling of trust funds at Atlantic City in February, and as Chairman of the Findings Committee produced a report which has been published by the J. E. Stohlmann Company, of Baltimore, under the title "Safeguarding Funds." The conference was largely attended by specialists in the field of institutional financing. President D. J. Cowling acted as the Chairman. The Secretary will be glad to give full information as to the work of the committee.

*Significance of the Joint
Office*

It should not be forgotten that the headquarters office of the Association is a joint one and that much of the work done in it, while technically under the jurisdiction of the Council of Church Boards of Education, is nevertheless, it is hoped, of vital concern to most of the members of the Association.

An elaborate report of this work has been made to the Council and will appear in an early issue of *Christian Education*, a copy of which goes to every member of this Association.

Acknowledgments

We would express our appreciation and, we are sure, that of the Association for the generous spirit of cooperation which has been shown by the Carnegie Corporation, the American Institute of Architects, the Metropolitan Museum, the Pierpont Morgan Library, the City Club and other organizations—and by individual specialists in higher education who, though not members of this Association, spare no pains to increase the effectiveness of our work. Special attention is called to the display of photographs in college architecture at the Metropolitan Museum. The officers and staff of this great treasure house have graciously given of their time, taste and space to make this exhibit a success and are rendering thereby a conspicuous service to all colleges.

With profound appreciation of the cordial support given by members of the Association during the year 1925, I am,

Very respectfully yours,

ROBERT L. KELLY,

Executive Secretary

JANUARY 15, 1926

REPORT OF THE EXECUTIVE COMMITTEE FOR THE YEAR 1925

Gentlemen:

The Executive Committee has held two meetings in New York City, on March 7 and November 18. The business transacted may be summed up as follows:

1. It has voted to recommend to the Annual Meeting the admission of the following colleges to membership beginning January 1, 1926:

Agnes Scott College, Decatur, Ga.
Centenary College of Louisiana, Shreveport, La.
Culver-Stockton College, Canton, Mo.
Woman's College, University of Delaware, Newark, Del.
Florida State College for Women, Tallahassee, Fla.
Grove City College, Grove City, Pa.
Incarnate Word College, San Antonio, Tex.
Keuka College, Keuka Park, N. Y.
College of Liberal Arts, University of Maryland, College Park, Md.
Michigan State College of Agriculture and Applied Science, East Lansing, Mich.
Millsaps College, Jackson, Miss.
Mississippi College, Clinton, Miss.
Oklahoma College for Women, Chickasha, Okla.
Russell Sage College, Troy, N. Y.
College of St. Elizabeth, Convent Station, N. J.
St. John's College, Annapolis, Md.
St. John's College, Brooklyn, N. Y.
St. Louis University, St. Louis, Mo.
St. Thomas College, Scranton, Pa.
St. Xavier College, Cincinnati, Ohio.
College of Liberal Arts, Syracuse University, Syracuse, N. Y.
Trinity College, Washington, D. C.

Washington College, Chestertown, Md.

Webster College, Webster Groves, Mo.

York College, York, Nebr.

It has granted permission to Campion College to withdraw from membership because of its adoption of junior college status.

2. It has fixed the date and place for the annual meeting for 1926 and has approved arrangements made for the program at that convention.

3. It has modified the tentative budget as required by the work of the Association.

4. It has voted that orders for the Association BULLETIN from faculties and boards of member colleges should be taken at the rate of fifty cents each and, further, that complimentary subscriptions should be furnished for 1925 to persons elected to membership at the last annual meeting.

5. It has conveyed to the Carnegie Corporation the appreciation of the Association of American Colleges for the appropriation made by the Corporation of \$5,000, to be expended by the Association Commission on College Architecture and Instruction in the Fine Arts, and has authorized the expenditure of this amount for the purpose designated.

6. It has voted that in further issues of the Association BULLETIN it shall be stated that membership in this Association does not involve endorsement of academic status and that the Association of American Colleges is not to be regarded as a standardizing agency.

7. It has requested in the name of the Association that the Carnegie Corporation be asked to give to the Association an appropriation of not to exceed \$5,000, to be expended during the year 1926 toward accumulating and publishing data as to educational and architectural requirements in the erection of college buildings and has entrusted to the President of the Association the presentation of this matter to the officers of the Carnegie Corporation.

8. It has voted to recommend to the annual meeting that the Association make an appropriation of \$480 for 1926 to

be matched by an equal amount paid by Dr. Robert L. Kelly, Executive Secretary, toward a premium on an insurance policy from the Teachers Insurance and Annuity Association.

9. It has voted to recommend the following tentative budget for 1926 for adoption at the annual meeting.

TENTATIVE BUDGET FOR 1926

Receipts (estimated)

| | |
|--------------------------------------|-------------|
| A. Balance at beginning of year..... | \$2,298.41 |
| B. Dues from member colleges..... | 7,125.00 |
| C. Sales of BULLETINS..... | 700.00 |
| | <hr/> |
| | \$10,123.41 |

Expenditures (estimated)

| | |
|--|-------------|
| A. Previous year's account..... | \$ 50.00 |
| B. Annual meeting | 450.00 |
| C. Dues American Council on Education..... | 100.00 |
| D. Executive Committee expenses | 400.00 |
| E. Association BULLETIN | 2,000.00 |
| F. Subscriptions to <i>Christian Education</i> | 250.00 |
| G. Office of Executive Secretary..... | 4,200.00* |
| H. Expenses of Commissions..... | 500.00 |
| I. Expense of Treasurer's Office..... | 100.00 |
| J. Premium for Dr. Kelly's insurance..... | 480.00 |
| K. Emergency | 150.00 |
| | <hr/> |
| | \$ 8,680.00 |

It has voted to recommend to the Association that it vote hearty approval to the plan for revised distribution of American Rhodes Scholars, as proposed by the Rhodes Scholarship Trust.

It has taken up certain routine and minor matters concerning which report to the Association seems unnecessary.

The Committee respectfully submits the above report and requests that action be taken on such matters as may require it.

Respectfully submitted,

(Signed) BERNARD I. BELL,
Secretary

* Itemized charges as follows: Rent, \$1,000; Research staff, \$1,200; Stenographers, \$1,500; Office supplies, \$400; Miscellaneous, \$100.

**REPORT OF THE TREASURER OF THE ASSO-
CIATION OF AMERICAN COLLEGES
FOR THE YEAR 1925**

JANUARY 1, 1926.

To the Association of American Colleges:

Your Treasurer reports, first, the following receipts and disbursements from January 1, 1925, to December 31, 1925:

RECEIPTS AND DISBURSEMENTS

Receipts:

| | |
|---|-------------|
| Balance on hand, January 1, 1925..... | \$1,801.39 |
| Dues from Member Colleges: | |
| 1924, 2 at \$25.00..... | \$ 50.00 |
| 1925, 285 at \$25.00..... | 7,125.00 |
| 1926, 5 at \$25.00..... | 125.00 |
| | <hr/> |
| | 7,300.00 |
| BULLETIN Sales and Subscriptions..... | 753.42 |
| Carnegie Corporation, for Expenses Commis- sion on College Architecture and College Instruction in the Fine Arts..... | 5,000.00 |
| Refunds from Expense Account of Commis- sion on Fine Arts..... | 225.00 |
| Refund, Dr. Kelly's Travel Expense..... | 61.90 |
| Tickets for 1926 Banquet, Advance Sales..... | 266.00 |
| | <hr/> |
| Total Receipts | \$15,407.71 |

Disbursements:

| | |
|---|-------------|
| Annual Meeting, 1925..... | \$ 304.87 |
| Dues, American Council on Education..... | 100.00 |
| Expenses, Executive Committee..... | 353.14 |
| Publication of BULLETIN..... | 1,539.38 |
| Subscriptions to <i>Christian Education</i> | 219.75 |
| Office of the Executive Secretary..... | 4,007.90 |
| Expenses of Commissions and Travel..... | 501.32 |
| Expenses of Treasurer's Office..... | 93.25 |
| Emergency Omnibus Account..... | 126.34 |
| Dr. Kelly's Trip to Paris..... | 597.35 |
| Expenses, Special Commission on Fine Arts..... | 3,955.68 |
| | <hr/> |
| Total Expenditures | 11,798.98 |
| | <hr/> |
| Balance on Hand, December 31, 1925..... | \$ 3,608.73 |

Your Treasurer also submits a schedule, showing to what extent these receipts and disbursements correspond with the authorizations of the budget adopted at the 1925 annual meeting, as amended by the Executive Committee, as follows:

BUDGET ANALYSIS

Receipts:

| | <i>Budget</i> | <i>Received</i> |
|---|--------------------|--------------------|
| Balance on hand, January 1, 1925..... | \$ 1,801.39 | \$ 1,801.39 |
| Dues from Member Colleges..... | 7,175.00 | 7,300.00 |
| Sales of BULLETINS..... | 400.00 | 753.42 |
| Commission on Fine Arts, Special Appropriation | 5,000.00 | 5,000.00 |
| Refunds | | 286.90 |
| (Advance Banquet Ticket Sales, 1926 Annual Meeting, not included) | | |
| Totals | \$14,376.39 | \$15,141.71 |

Disbursements:

| | <i>Budget</i> | <i>Expended</i> |
|--|--------------------|--------------------|
| On Account, 1924..... | \$ 50.00 | \$ |
| Annual Meeting, 1925..... | 300.00 | 304.87 |
| Dues, American Council on Education..... | 100.00 | 100.00 |
| Expenses, Executive Committee..... | 475.00 | 353.14 |
| Publishing the BULLETIN..... | 2,500.00 | 1,539.38 |
| Subscriptions to <i>Christian Education</i> | 213.00 | 219.75 |
| Expenses, Office of Executive Secretary..... | 4,075.00 | 4,007.90 |
| Expenses, Treasurer's Office..... | 100.00 | 93.25 |
| Emergency Omnibus | 225.00 | 126.34 |
| Dr. Kelly's Trip to Paris..... | 597.35 | 597.35 |
| Commission on Fine Arts, Special Appropriation | 5,000.00 | 3,955.68 |
| Expenses, Commissions and Travel..... | 500.00 | 501.32 |
| Totals | \$14,135.35 | \$11,798.98 |

Your Treasurer further reports that the University of North Dakota is in arrears for two years' dues and is no longer a member of this Association. The University submitted a resignation after the two years had elapsed, but with no payment of arrears. The resignation would there-

fore seem to be inadmissible and the institution, under our By-Laws, must be dropped from membership.

Your Treasurer would, finally, call attention to the fact that the balance on hand at the end of the year is apt to be deceptive, unless it be kept in mind that it is composed of the following amounts:

| | | |
|---|-----------|------------|
| (1) Advance sales of banquet tickets, held merely for convenience..... | \$ 266.00 | |
| (2) Unexpended portion of gift of Carnegie Corporation for Commission on Fine Arts, awaiting disposition of the Association | 1,044.32 | |
| (3) Actual Balance of the Association..... | 2,298.41 | \$3,608.73 |

The net gain in resources for the year would therefore appear to be the difference between \$2,298.41 and the balance on January 1, 1925, \$1,801.49, or \$496.92.

Respectfully submitted,

(Signed) BERNARD IDDINGS BELL,
Treasurer

THE REPORT OF THE AUDITING COMMITTEE

To the Association of American Colleges

Gentlemen: Your Committee appointed to audit the books of the Treasurer beg to report that they have made the audit and find that all expenditures are recorded with proper vouchers attached and the bank balance is shown as being \$3,608.73, with checks outstanding, December 31, 1925, amounting to \$574.46.

Respectfully submitted,

(Signed) B. F. FINNEY,
Chairman

NEW YORK CITY,
JANUARY 14, 1926

REPORT OF THE COMMISSION ON ACADEMIC FREEDOM AND TENURE OF OFFICE

DEAN JOHN R. EFFINGER, *Chairman*
THE UNIVERSITY OF MICHIGAN

It will be remembered that at the Eleventh Annual Meeting of the Association of American Colleges, held in Chicago last year, the report of this Commission presented for your consideration certain statements concerning academic freedom and academic tenure which had been approved by the representatives of several leading educational associations, meeting together at a conference held under the auspices of the American Council on Education in Washington, on January 2, 1925.

These statements consisted, with but slight modifications, of the conventions already adopted by this Association, and they were consequently approved. It is the purpose of the present report to inform you as to the manner in which the other associations represented at the Washington Conference have received the Conference report.

The action of the American Association of University Professors is reported in the following letter from the Secretary of the Association, Professor H. W. Tyler, of the Massachusetts Institute of Technology, which I quote with permission:

"I am writing to say that at our recent annual meeting, the following vote was passed:

'That, in regard to the resolutions of the Washington Conference of January, 1925, we heartily approve of the efforts to formulate the principles of academic freedom and recommend a future conference for further consideration.'

"I am very sorry that differences of judgment in regard to the form of the Washington resolutions prevented a stronger endorsement. To my mind, this, while disappointing, only emphasizes the desirability of future conferences, yet I should hesitate to advise

holding one of the same character in the near future. What would you think of trying to work out something better in the course of a year or two between the two Associations which have been most interested—your own and ours, with the idea that if we agree on something, we can then by degrees obtain the adhesion of the others?"

The American Association of University Women took no action, its representatives "believing that they had been appointed to investigate and analyze the situation rather than to take any action upon it."

The American Council on Education, as the body calling the conference, did not consider the question as one which it was called upon to consider.

The Association of American Universities voted to refer the resolutions to the individual members of the Association for such action as they might consider appropriate. Only a few reports had been received up to January 12, by the Secretary of the Association.

Dean Herman G. James, of the University of Nebraska, reports as follows:

"I have turned your letter together with a copy of the resolutions over to Chancellor Avery whose attention had already been called to the resolutions from one or two other sources. Chancellor Avery asked me to write you that any action which the University might take on such resolutions would have to be action by the Board of Regents. I do not know whether any such action is contemplated."

President L. D. Coffman, of the University of Minnesota, writes:

"The University of Minnesota has long been in harmony with the general spirit of these resolutions. It seems to me that it would be very unwise for this institution to impose upon itself a fixed procedure laid down by the Association of American Universities or by any other outside organization. I think various faculties of the University of Minnesota as well as the administrative officers can be counted upon to uphold the principles, standards and practices essential to academic freedom, but we do not care to impose upon our organization a fixed method of procedure as prescribed by any outside organization."

The Regents of the University of Michigan, on November 11, adopted the following statement:

"The University of Michigan desires to place itself on record as approving principles of academic freedom and as favoring a just treatment of matters of academic tenure at any and all times. The University cordially endorses the purpose and principle of the statement adopted at the conference on Academic Freedom and Tenure held last January under the auspices of the American Council on Education. The University wishes, however, to make clear that it does not bind itself to all of the details included in that statement. It desires to reserve the right to decide individual cases on their merits, and in the ways best fitted to a proper administration of the particular problems with which it is faced."

The Association of Land Grant Colleges reports as follows:

"There was so much difference of opinion regarding the recommendations concerning academic freedom and academic tenure, that they were laid on the table for further consideration at the next meeting."

The Association of Urban Universities decided "that the policy of the Association is such that no definite action should be taken."

The National Association of State Universities "did not take any action on the resolutions concerning academic freedom and academic tenure. They were read at one of the sessions, and it was moved to refer them to the individual members."

The Association of Governing Boards of State Universities passed the following resolutions:

"That it is the sense of this Association that the Conference report on academic freedom, setting forth standards to govern and control the opinions of the teacher, is a matter wholly outside the jurisdiction of this body. That this Association approves the standards set up for the tenure of office contained in the Conference report on tenure of office, but that before the same shall become effective, it shall be referred to the governing boards of the several state universities for approval."

**MINUTES OF THE BUSINESS SESSIONS
TWELFTH ANNUAL MEETING
ASSOCIATION OF AMERICAN COLLEGES**

HOTEL ASTOR, JANUARY 15-16, 1926

The sessions were held at the Hotel Astor, New York City.

President Aydelotte, of the Association, presided.

Executive Secretary Dr. Robert L. Kelly submitted his report which required no action.

The Secretary-Treasurer, Dr. Bernard I. Bell, presented the annual report of the Executive Committee which, on motion duly made and seconded, was approved with no dissenting vote. (Page 30.)

Because the report of the Executive Committee had recommended that the Association take action approving a proposed revision of the plan of distributing scholarships by the Rhodes Foundation, President Aydelotte presented the proposed plan in some detail. Vice-President Aurelia H. Reinhardt presided during this presentation. After this discussion the plan was approved in principle, and President Aydelotte announced that the individual members of the Association would be consulted by a circular.

President Aydelotte then assumed the Chair.

The Secretary-Treasurer presented the Treasurer's report which was referred to the Auditing Committee. (Page 33.)

The new Constitution as proposed at the annual meeting of 1925 and as published in the February issue of the BULLETIN was presented with the following changes recommended by the Executive Committee:

Paragraph 1: "*The purpose* of the Association shall be the promotion of higher education in all its forms in the colleges which shall become members of this Association,

and the prosecution of such plans as may make more efficient the institutions included in its membership."

By-Laws, Paragraph 6: "The President shall appoint a Committee on Resolutions at the beginning of each annual meeting to which shall be referred for consideration and recommendation all special resolutions offered by members of the Association."

Paragraph 7: "The Secretary is authorized to mail three copies of all official bulletins to all institutions which are members of the Association. Additional subscriptions, either for the institution or any officer or faculty member, shall be made at a special rate.

Upon motion duly made and seconded, it was *voted* that the proposed changes be adopted, and that the annual rate of fifty cents be continued for member subscriptions to the BULLETIN.

Upon motion duly made and seconded, it was *voted* to adopt the Constitution as amended.

Dean Effinger presented the report of the Commission on Academic Freedom and Tenure of Office. It was received without motion.

At the morning session on January 16th, Vice Chancellor Finney, of the University of the South, reported for the Auditing Committee that the Treasurer's books had been examined, that all disbursements were covered by vouchers and that the books were in good order. The report of the Auditing Committee on motion was received and adopted.

Dr. Ferry, Chairman of the Nominating Committee, presented the recommendations of that Committee.

Upon motion the report was adopted and, with unanimous consent, the Secretary was instructed to cast one ballot for the officers nominated by the Committee. (Pages 2-5.)

Dean Rothrock, Chairman of the Committee on Resolutions, submitted a report involving four resolutions which had been submitted to the Committee for consideration. These were all approved by the Committee, which moved

their passage. Each of them being duly seconded, each was passed. The resolutions are as follows:

1. That the Association of American Colleges record its appreciation of the courtesies extended by the management of the Metropolitan Museum of Art.

2. That the thanks of the Association of American Colleges be extended to Mr. C. C. Zantzinger, of the American Institute of Architects, for his cordial interest and service in the development of the architectural program of this Association.

3. That this Association express its appreciation of the support afforded by the Carnegie Corporation in the Fine Arts program.

4. That a Commission of five members be appointed to investigate the problem of enlisting and training men and women for college teaching.

There being no further business, the meeting adjourned.

(Signed) BERNARD IDDINGS BELL,

Secretary

CONSTITUTION OF THE ASSOCIATION OF AMERICAN COLLEGES

(Adopted January 15, 1926)

The purpose of the Association shall be the promotion of higher education in all its forms in the colleges which shall become members of this Association, and the prosecution of such plans as may make more efficient the institutions included in its membership.

Name: The name of this Association shall be the "Association of American Colleges."

Membership: All colleges which conform to the definition of a minimum college given in the By-Laws may become members of this Association. The General Secretaries of Church Boards of Education and officials of Educational Foundations and other cooperating agencies may be elected to honorary membership.

Representation: Every institution recognized as a member of this Association shall be entitled to representation in each meeting of the Association by an accredited representative. Other members of the Faculty or Board of Trustees of any institution belonging to this Association, the officers of Church Boards cooperating with such an institution and the representatives of Foundations and other cooperating agencies, shall be entitled to all the privileges of representatives except the right to vote. Each institution recognized as a member of the Association shall be entitled to one vote on any question before the Association, the vote to be cast by its accredited representative.

Officers: The Association shall elect a President, a Vice-President, a Secretary, and a Treasurer, who shall be charged with the duties usually connected with their respective offices. The Secretary shall be the permanent executive officer of the Association, and shall serve without term until his successor is elected. The other officers shall serve for one year, or until their successors are duly elected. The Association shall also elect two others who, with the four officers named above, shall constitute the Executive Committee of the Association. The President of the Association shall be *ex-officio* chairman of the Executive Committee. The election of officers shall be by ballot.

Meetings: At least one meeting of the Association shall be held in each calendar year. Special meetings may be called by the Executive Committee, provided that four weeks' notice be given each institution connected with the Association. Representatives of twenty-five members of the Association shall be necessary to form a quorum for the transaction of business.

By-Laws: The Association may enact By-Laws for its own government not inconsistent with the provisions of this Constitution.

Vacancies: The Executive Committee is authorized to fill vacancies *ad interim* in the offices of the Association.

Amendments: Amendments to the foregoing Constitution may be offered at any regular annual meeting, and shall be in writing, signed by the mover and two (2) seconds. They shall then lie on the table until the next annual meeting, and shall require for their adoption the affirmative vote of two-thirds of the members then present.

BY-LAWS

1. In order to be eligible to membership in this Association institutions shall require fifteen units for admission to the freshman class and 120 semester hours, or an equivalent for graduation.

2. Applications for membership shall be made to the Executive Committee, which shall, after investigation of the standing of the institution, recommend to the Association.

3. The annual dues shall be twenty-five dollars per member. Non-payment of dues for two successive years shall cause forfeiture of membership.

4. The place of the annual meeting of the Association shall be determined each year by the Executive Committee.

5. All expenditure of the funds of the Association shall be authorized by the Association, or, subject to later approval by the Association, by the Executive Committee.

6. The President shall appoint a Committee on Resolutions at the beginning of each annual meeting, to which shall be referred for consideration and recommendation all special resolutions offered by members of the Association.

7. The Secretary is authorized to mail three copies of all official bulletins to all institutions which are members of the Association. Additional subscriptions, either for the institution or for any officer or faculty-member, may be made at a special rate.

POLICY

In accordance with the action of the Association, the working policy of the Association is a policy of *inclusiveness and interhelpfulness rather than of exclusiveness.*

MEMBERS OF THE ASSOCIATION OF AMERICAN COLLEGES

The Association of American Colleges is not a standardizing agency. Election to membership does not involve any kind of academic status except that stipulated in the *By-Laws* of the Association.

Institution**Executive Officer****ALABAMA**

| | | |
|---|-------|----------------|
| Birmingham Southern College, Birmingham | | Guy E. Snavely |
| Howard College, Birmingham | | John C. Dawson |
| Judson College, Marion | | E. V. Baldy |
| Woman's College of Alabama, Montgomery | | W. D. Agnew |

ARKANSAS

| | | |
|------------------------------|-------|----------------|
| Arkansas College, Batesville | | E. B. Tucker |
| Hendrix College, Conway | | J. H. Reynolds |

CALIFORNIA

| | | |
|---|-------|----------------------|
| Mills College, Mills College | | A. H. Reinhardt |
| Occidental College, Los Angeles | | Remsen duBois Bird |
| College of the Pacific, Stockton | | Tully C. Knoles |
| Pomona College, Claremont | | James A. Blaisdell |
| University of Redlands, Redlands | | V. Leroy Duke |
| University of So. California, Los Angeles | | R. B. von Klein-Smid |
| Stanford University,* Stanford University | | Ray Lyman Wilbur |
| Whittier College, Whittier | | W. F. Dexter |

COLORADO

| | | |
|------------------------------------|-------|-------------------|
| Colorado College, Colorado Springs | | Charles C. Mierow |
| University of Denver, Denver | | H. R. Harper |

CONNECTICUT

| | | |
|---|-------|----------------------|
| Connecticut College for Women, New London | | Benjamin T. Marshall |
| Weesleyan University, Middletown | | J. L. McConaughy |

DELAWARE

| | | |
|--|-------|--------------------------------|
| University of Delaware,* Newark | | Walter Hullihen |
| Women's College, University of Delaware, Newark, | | Winifred Robinson, <i>Dean</i> |

* By order of the Association, in the case of universities the unit of membership is the University College of Liberal Arts. Usually, though not always, the name of the Dean is given.

DISTRICT OF COLUMBIA

| | |
|---|-------------------|
| George Washington University, Washington..... | William M. Lewis |
| Howard University, Washington..... | J. Stanley Durkee |
| Trinity College, Washington..... | Sister Raphael |

FLORIDA

| | |
|---|----------------|
| Florida State College, Tallahassee..... | Edward Conradi |
| John B. Stetson University, Deland..... | Lincoln Hulley |
| Rollins College, Winter Park..... | Hamilton Holt |

GEORGIA

| | |
|---|-----------------|
| Agnes Scott College, Decatur..... | J. R. McCain |
| Emory University, Emory University..... | Harvey W. Cox |
| Piedmont College, Demorest..... | F. E. Jenkins |
| Shorter College, Rome..... | W. D. Furry |
| Wesleyan College, Macon..... | Wm. F. Quillian |

IDAHO

| | |
|---------------------------------|-------------------|
| College of Idaho, Caldwell..... | W. J. Boone |
| Gooding College, Gooding..... | Charles W. Tenney |

ILLINOIS

| | |
|--|-----------------------------------|
| Augustana College, Rock Island..... | Gustav A. Andreen |
| Aurora College, Aurora..... | O. R. Jenks |
| Bradley Polytechnic Institute, Peoria..... | T. R. Hamilton |
| Carthage College, Carthage..... | H. D. Hoover |
| University of Chicago,* Chicago..... | Ernest Hatch Wilkins, <i>Dean</i> |
| DePaul University, Chicago..... | Thos. F. Levan |
| Eureka College, Eureka..... | Bert Wilson |
| Greenville College, Greenville..... | Eldon G. Burritt |
| Illinois College, Jacksonville..... | C. H. Rammelkamp |
| Illinois Woman's College, Jacksonville..... | Clarence P. McClelland |
| Illinois Wesleyan University, Bloomington..... | Wm. J. Davidson |
| James Millikin University, Decatur..... | Mark E. Penney |
| Knox College, Galesburg..... | Albert Britt |
| Lake Forest University, Lake Forest..... | H. M. Moore |
| Lincoln College, Lincoln..... | A. E. Turner |
| Lombard College, Galesburg..... | J. M. Tilden |
| Loyola University,* Chicago..... | Joseph Reiner, <i>Dean</i> |

| | |
|--|--------------------------------|
| McKendree College, Lebanon..... | Cameron Harmon |
| Monmouth College, Monmouth..... | T. H. McMichael |
| Mt. Morris College, Mt. Morris..... | S. J. Brumbaugh |
| Northwestern University,* Evanston..... | Walter Dill Scott |
| North-Western College, Naperville..... | E. E. Rall |
| Rockford College, Rockford..... | W. A. Maddox |
| Rosary College, River Forest..... | Sister M. Clementine |
| St. Viator College, Bourbonais..... | Terence J. Rice |
| Shurtleff College, Alton..... | George M. Potter |
| St. Xavier Woman's College, Chicago..... | Mother M. Irma |
| Wheaton College, Wheaton..... | T. W. Welsh, <i>Act. Pres.</i> |
| Y. M. C. A. College, Chicago..... | F. H. Burt |

INDIANA

| | |
|---|--------------------|
| Butler College, Indianapolis..... | Robert J. Aley |
| De Pauw University, Greencastle..... | Lemuel H. Murlin |
| Earlham College, Earlham P. O. | David M. Edwards |
| Evansville College, Evansville..... | Alfred E. Hughes |
| Franklin College, Franklin..... | C. E. Goodell |
| Hanover College, Hanover..... | W. A. Millis |
| Indiana Central College, Indianapolis..... | I. J. Good |
| Indiana University,* Bloomington..... | Wm. L. Bryan |
| Manchester College, North Manchester..... | Otto Winger |
| University of Notre Dame, Notre Dame..... | Matthew Walsh |
| Rose Polytechnic Institute, Terre Haute..... | Frank C. Wagner |
| St. Mary's of Notre Dame, Notre Dame..... | Mother M. Pauline |
| Saint Mary-of-the-Woods College, Saint Mary-of-the-Woods, | |
| | Mother M. Cleophas |
| Taylor University, Upland..... | John Paul |

IOWA

| | |
|--|-----------------------|
| Buena Vista College, Storm Lake..... | E. L. Jones |
| Central College, Pella..... | Milton J. Hoffman |
| Coe College, Cedar Rapids..... | H. M. Gage |
| Columbia College, Dubuque..... | Thos. Conroy |
| Cornell College, Mt. Vernon..... | Harlan Updegraff |
| Des Moines University, Des Moines..... | J. W. Million |
| Drake University, Des Moines..... | Daniel W. Morehouse |
| University of Dubuque, Dubuque..... | Cornelius M. Steffens |
| Grinnell College, Grinnell..... | J. H. T. Main |
| Iowa Wesleyan College, Mt. Pleasant..... | U. S. Smith |
| Luther College, Decorah..... | Oscar L. Olson |
| Morningside College, Sioux City..... | Frank E. Moosman |
| Mt. St. Joseph College, Dubuque..... | Sister M. Gervase |

| | |
|--------------------------------|--------------------|
| Parsons College, Fairfield | Howard McDonald |
| Penn College, Oskaloosa | Henry Edwin McGrew |
| Simpson College, Indianola | John L. Hillman |
| Upper Iowa University, Fayette | J. P. Van Horn |
| Western Union College, Le Mars | Charles A. Mock |

KANSAS

| | |
|------------------------------------|--------------------|
| Baker University, Baldwin City | Wallace B. Fleming |
| Bethany College, Lindsborg | Ernest F. Pihlblad |
| College of Emporia, Emporia | Frederick W. Lewis |
| Fairmount College, Wichita | John D. Finlayson |
| Friends University, Wichita | W. O. Mendenhall |
| Kansas Wesleyan University, Salina | L. B. Bowers |
| Ottawa University, Ottawa | Erdmann Smith |
| Southwestern College, Winfield | Albert E. Kirk |
| Sterling College, Sterling | R. T. Campbell |
| Washburn College, Topeka | P. P. Womer |

KENTUCKY

| | |
|---------------------------------------|-------------------------|
| Berea College, Berea | W. J. Hutchins |
| Centre College, Danville | R. A. Montgomery |
| Georgetown College, Georgetown | M. B. Adams |
| University of Kentucky,* Lexington | P. P. Boyd, <i>Dean</i> |
| University of Louisville,* Louisville | A. N. Ford |
| Transylvania College, Lexington | A. D. Harmon |

LOUISIANA

| | |
|--------------------------------|------------------|
| Centenary College of Louisiana | George S. Sexton |
|--------------------------------|------------------|

MAINE

| | |
|----------------------------|---------------------|
| Bates College, Lewiston | Clifton D. Gray |
| Bowdoin College, Brunswick | Kenneth C. M. Sills |

MARYLAND

| | |
|---------------------------------------|-------------------|
| Goucher College, Baltimore | William W. Guth |
| Hood College, Frederick | Joseph H. Apple |
| University of Maryland, College Park | A. F. Woods |
| Morgan College, Baltimore | J. O. Spencer |
| St. John's College, Annapolis | Enoch B. Garey |
| Washington College, Chestertown | Paul E. Titsworth |
| Western Maryland College, Westminster | A. N. Ward |

MASSACHUSETTS

| | |
|--------------------------|----------------|
| Amherst College, Amherst | George D. Olds |
| Boston College, Boston | Wm. Devlin |

| | |
|---|------------------------------------|
| Boston University,* Boston..... | Daniel L. Marsh |
| Clark College, Worcester..... | Wallace W. Atwood |
| International Y. M. C. A. College, Springfield..... | L. L. Doggett |
| Mount Holyoke College, South Hadley..... | Mary Emma Woolley |
| Simmons College, Boston..... | Henry Lefavour |
| Smith College, Northampton..... | W. A. Neilson |
| Tufts College, Tufts College..... | John A. Cousens |
| Wellesley College, Wellesley..... | Ellen F. Pendleton |
| Wheaton College, Norton..... | George T. Smart, <i>Act. Pres.</i> |
| Williams College, Williamstown..... | Harry A. Garfield |
| Worcester Polytechnic Institute, Worcester..... | Ralph Earle |

MICHIGAN

| | |
|--|-------------------------------|
| Adrian College, Adrian..... | Harlan L. Feeman |
| Albion College, Albion..... | John L. Seaton |
| Alma College, Alma..... | Harry Means Crooks |
| Hillsdale College, Hillsdale..... | Wm. Gear Spencer |
| Hope College, Holland..... | Edward D. Dimment |
| Kalamazoo College, Kalamazoo..... | Allan Hoben |
| Michigan State College of Agriculture and Applied Science, East Lansing..... | Kenyon L. Butterfield |
| University of Michigan,* Ann Arbor..... | John R. Effinger, <i>Dean</i> |

MINNESOTA

| | |
|---|--------------------|
| Carleton College, Northfield..... | D. J. Cowling |
| Concordia College, Moorhead..... | J. A. Aasgaard |
| Hamline University, St. Paul..... | S. F. Kerfoot |
| Macalester College, St. Paul..... | John C. Acheson |
| College of St. Catherine, St. Paul..... | Sister Antonia |
| St. Olaf College, Northfield..... | L. W. Boe |
| College of St. Teresa, Winona..... | Mother M. L. Tracy |
| College of St. Thomas, St. Paul..... | Thomas E. Cullen |

MISSISSIPPI

| | |
|---|--------------------------------|
| Millsaps College, Jackson..... | D. M. Key |
| Mississippi College, Clinton..... | J. W. Provine |
| University of Mississippi,* University..... | Alfred W. Mildren, <i>Dean</i> |

MISSOURI

| | |
|--|--------------------------------------|
| Central Wesleyan College, Warrenton..... | Ira N. Chiles, <i>Act. President</i> |
| Culver-Stockton College, Canton..... | John Hepler Wood |
| Drury College, Springfield..... | T. W. Nadal |
| Lindenwood College, St. Charles..... | John L. Roemer |

| | |
|------------------------------------|---------------------------|
| Missouri Valley College, Marshall | W. H. Black |
| Missouri Wesleyan College, Cameron | E. F. Buck |
| Park College, Parkville | F. W. Hawley |
| St. Louis University,* St. Louis | S. H. Horine, <i>Dean</i> |
| Tarkio College, Tarkio | J. A. Thompson |
| Webster College, Webster Groves | M. Louise, <i>Dean</i> |
| Westminster College, Fulton | E. E. Reed |
| William Woods College, Fulton | E. R. Cockrell |

MONTANA

| | |
|--------------------------------------|--------------|
| Inter-Mountain Union College, Helena | E. J. Klemme |
|--------------------------------------|--------------|

NEBRASKA

| | |
|---|---------------------|
| Cotner College, Bethany | Charles E. Cobbe |
| Creighton University, Omaha | Wm. J. Grace |
| Doane College, Crete | E. B. Dean |
| Grand Island College, Grand Island | J. M. Wells |
| Hastings College, Hastings | Calvin H. French |
| Midland College, Fremont | J. F. Krueger |
| Nebraska Wesleyan Univ., University Place | I. B. Schreckengast |
| York College, York | E. W. Emery |

NEW HAMPSHIRE

| | |
|----------------------------|-------------------|
| Dartmouth College, Hanover | Ernest M. Hopkins |
|----------------------------|-------------------|

NEW JERSEY

| | |
|---|------------------------------|
| Georgian Court College, Lakewood | Mother Mary John |
| Princeton University,* Princeton | Christian Gauss, <i>Dean</i> |
| Butgers University,* New Brunswick | John M. Thomas |
| College of St. Elizabeth, Convent Station | Marie José, <i>Dean</i> |

NEW YORK

| | |
|---------------------------------------|--------------------------------|
| Adelphi College, Brooklyn | Frank D. Blodgett |
| Alfred University, Alfred | Boothe C. Davis |
| University of Buffalo,* Buffalo | S. P. Capen |
| Colgate University, Hamilton | George B. Cutten |
| Columbia University,* New York City | Herbert E. Hawkes, <i>Dean</i> |
| Cornell University,* Ithaca | Robert M. Ogden, <i>Dean</i> |
| Elmira College, Elmira | Frederick Lent |
| Hamilton College, Clinton | Frederick C. Ferry |
| Hobart College, Geneva | Murray Bartlett |
| Keuka College, Keuka Park | A. H. Norton |
| College of New Rochelle, New Rochelle | Mother M. Ignatius |

| | |
|--|--------------------------------|
| New York University,* New York | Marshall S. Brown, <i>Dean</i> |
| University of Rochester,* Rochester | Rush Rhees |
| Russell Sage College, Troy | Eliza Kellas |
| St. John's College, Brooklyn | Thomas F. Ryan, <i>Dean</i> |
| St. Lawrence University, Canton | Richard E. Sykes |
| St. Stephen's College, Annandale-on-Hudson | Bernard Iddings Bell |
| Syracuse University,* Syracuse | Charles W. Flint |
| Union College, Schenectady | C. A. Richmond |
| Vassar College, Poughkeepsie | H. N. MacCracken |
| Wells College, Aurora | K. D. Macmillan |

NORTH CAROLINA

| | |
|------------------------------|------------------|
| Davidson College, Davidson | W. J. Martin |
| Duke University, Durham | W. P. Few |
| Elon College, Elon | W. A. Harper |
| Guilford College, Guilford | Raymond Binford |
| Salem College, Winston-Salem | H. E. Rondthaler |

NORTH DAKOTA

| | |
|------------------------------|--------------|
| Jamestown College, Jamestown | B. H. Kroeze |
|------------------------------|--------------|

OHIO

| | |
|---------------------------------------|----------------------------------|
| Municipal Univ. of Akron,* Akron | George F. Zook |
| Antioch College, Yellow Springs | Arthur E. Morgan |
| Baldwin-Wallace College, Berea | A. B. Storms |
| Bluffton College, Bluffton | S. K. Mosiman |
| Capital University, Columbus | Otto Mees |
| University of Cincinnati,* Cincinnati | F. W. Chandler, <i>Dean</i> |
| Defiance College, Defiance | Albert G. Caris |
| Denison University, Granville | Bunyan Spence, <i>Act. Pres.</i> |
| Hiram College, Hiram | M. L. Bates |
| Kenyon College, Gambier | Wm. Foster Pierce |
| Lake Erie College, Painesville | Vivian B. Small |
| Marietta College, Marietta | Edward S. Parsons |
| Miami University,* Oxford | Raymond M. Hughes |
| Mount Union College, Alliance | W. H. McMaster |
| Muskingum College, New Concord | J. Knox Montgomery |
| Oberlin College, Oberlin | Henry C. King |
| Ohio Northern University, Ada | A. E. Smith |
| Ohio University,* Athens | E. B. Bryan |
| Ohio Wesleyan University, Delaware | J. W. Hoffman |
| Otterbein University, Westerville | W. G. Clippinger |
| Rio Grande College, Rio Grande | H. T. Houf |

| | |
|---|----------------------------------|
| St. Xavier College, Cincinnati..... | Daniel M. O'Connell, <i>Dean</i> |
| Toledo University,* Toledo..... | John W. Dowd |
| Western College for Women, Oxford..... | W. W. Boyd |
| Western Reserve University,* Adelbert College, Cleveland, | |
| | W. G. Leutner, <i>Dean</i> |
| Wilmington College, Wilmington..... | J. Edwin Jay |
| Wittenberg College, Springfield..... | Reed E. Tulloss |
| College of Wooster, Wooster..... | C. F. Wishart |

OKLAHOMA

| | |
|--|--|
| Oklahoma City University, Oklahoma City..... | Eugene M. Antrim |
| Oklahoma College for Women, Chickasha..... | Howard Taylor, <i>Dean</i> |
| Phillips University, East Enid..... | I. N. McCash |
| University of Tulsa, Tulsa..... | F. O. Dill, <i>Dean and Acting President</i> |

OREGON

| | |
|------------------------------------|---------------|
| Linfield College, McMinnville..... | L. W. Riley |
| Reed College, Portland..... | N. W. Coleman |

PENNSYLVANIA

| | |
|---|-------------------------------|
| Albright College, Myerstown..... | Clellan A. Bowman |
| Allegheny College, Meadville..... | James A. Beebe |
| Bryn Mawr College, Bryn Mawr..... | Marion Edwards Park |
| Carnegie Institute of Technology, Pittsburgh..... | Thomas S. Baker |
| Dickinson College, Carlisle..... | James H. Morgan |
| Drexel Institute, Philadelphia..... | Kenneth G. Matheson |
| Franklin and Marshall College, Lancaster..... | Henry Harbaugh Apple |
| Geneva College, Beaver Falls..... | McLeod M. Pearce |
| Gettysburg College, Gettysburg..... | Henry W. A. Hanson |
| Grove City College, Grove City..... | Weir C. Ketler |
| Haverford College, Haverford..... | W. W. Comfort |
| Lafayette College, Easton..... | John H. MacCracken |
| Lebanon Valley College, Annville..... | G. D. Gossard |
| Lehigh University, Bethlehem..... | Charles Russ Richards |
| Muhlenberg College, Allentown..... | John A. W. Haas |
| Pennsylvania College for Women, Pittsburgh..... | Cora H. Coolidge |
| University of Pennsylvania,* Philadelphia..... | Josiah H. Penniman |
| University of Pittsburgh,* Pittsburgh..... | John G. Bowman |
| St. Thomas College, Scranton..... | G. Lewis |
| Swarthmore College, Swarthmore..... | Frank Aydelotte |
| Temple University,* Philadelphia..... | Laura H. Carnell, <i>Dean</i> |
| Thiel College, Greenville..... | B. H. Pershing |
| Ursinus College, Collegeville..... | George L. Omwake |

Washington and Jefferson College, Washington.....S. S. Baker
 Westminster College, New Wilmington.....W. Charles Wallace
 Wilson College, Chambersburg.....Ethelbert D. Warfield

RHODE ISLAND

Brown University,* Providence.....Wm. Herbert Perry Faunce
 Providence College, Providence.....D. M. Galliher, *Dean*

SOUTH CAROLINA

Converse College, Spartanburg.....R. P. Pell
 Presbyterian College of South Carolina, Clinton.....D. M. Douglas
 Winthrop College, Rock Hill.....D. B. Johnson

SOUTH DAKOTA

Dakota Wesleyan University, Mitchell.....E. D. Kohlstedt
 Huron College, Huron.....George S. McCune
 Yankton College, Yankton.....George W. Nash

TENNESSEE

University of Chattanooga, Chattanooga.....Arlo Ayres Brown
 Fisk University, Nashville.....F. A. McKenzie
 Lincoln Memorial University, Harrogate.....B. O. Matthews
 Maryville College, Maryville.....Samuel Tyndale Wilson
 University of the South, Sewanee.....B. F. Finney
 Southwestern University, Memphis.....C. E. Diehl
 Tusculum College, Greeneville.....Charles O. Gray
 Vanderbilt University,* Nashville.....J. H. Kirkland

TEXAS

Baylor University, Waco.....Samuel P. Brooks
 College of Industrial Arts, Denton.....Lindsay Blayney
 Howard Payne College, Brownwood.....Edward Godbold
 Incarnate Word College, San Antonio.....M. Columkille
 Our Lady of the Lake College, San Antonio.....H. A. Constantineau
 Rice Institute, Houston.....E. O. Lovett
 Southwestern University, Georgetown.....J. S. Barcus
 Texas Christian University, Ft. Worth.....E. M. Waits
 Trinity University, Waxahachie.....J. H. Burma

UTAH

University of Utah,* Salt Lake City.....George Thomas

VERMONT

Middlebury College, Middlebury.....P. D. Moody

VIRGINIA

| | |
|--|----------------------|
| Bridgewater College, Bridgewater | Paul H. Bowman |
| Lynchburg College, Lynchburg | J. T. T. Hundley |
| Randolph-Macon Woman's College, Lynchburg, | Dice Robins Anderson |
| Roanoke College, Salem | C. J. Smith |
| Sweet Briar College, Sweet Briar | Meta Glass |
| University of Richmond, Richmond | F. W. Boatwright |
| Washington and Lee University, Lexington | H. L. Smith |
| College of William and Mary, Williamsburg | J. A. C. Chandler |

WASHINGTON

| | |
|--------------------------------|------------------|
| College of Puget Sound, Tacoma | Edward H. Todd |
| Whitman College, Walla Walla | S. B. L. Penrose |

WEST VIRGINIA

| | |
|---|---------------------------------|
| Bethany College, Bethany | Cloyd Goodnight |
| Davis and Elkins College, Elkins | James E. Allen |
| West Virginia Wesleyan College, Buckhannon, | T. W. Haught, <i>Act. Pres.</i> |

WISCONSIN

| | |
|-------------------------------------|---------------------|
| Beloit College, Beloit | Irving Maurer |
| Carroll College, Waukesha | Wm. Arthur Ganfield |
| Lawrence College, Appleton | Henry M. Wriston |
| Marquette University, Milwaukee | Albert C. Fox |
| Milton College, Milton | Alfred E. Whitford |
| Milwaukee-Downer College, Milwaukee | Lucia B. Briggs |
| Ripon College, Ripon | Silas Evans |

HONORARY MEMBERS

By vote of the Association the following persons were admitted to honorary membership in January, 1925:

| | | |
|--------------------------|---|--|
| Dr. Charles R. Mann | } | The American Council on Education, Washington, D. C. |
| Dr. David A. Robertson | | |
| Dr. Henry S. Pritchett | } | The Carnegie Foundation for the Advancement of Teaching, New York City |
| Dr. Clyde Furst | | |
| Dr. Isaac L. Kandel, | | New York City |
| Dr. Frederick P. Keppel | } | The Carnegie Corporation, New York City |
| Dr. Wallace Buttrick | } | The General Education Board, New York City |
| Mr. Wickliffe Rose | | |
| Dr. Abraham Flexner | | |
| Dr. E. C. Sage | | |
| Mr. H. J. Thorkelson | } | |
| Dr. George E. Vincent | } | The Rockefeller Foundation, New York City |
| Dr. Vernon Kellogg | } | The National Research Council, Wash- ington, D. C. |
| Dr. John J. Tigert | } | The United States Bureau of Educa- tion, Washington, D. C. |
| Dr. Arthur T. Klein | | |
| Dr. Julien J. Champenois | } | Director, The National Office of French Universities, New York City |
| Dr. James H. Ryan | } | National Catholic Welfare Confer- ence, Washington, D. C. |
| Miss Eleanore Boswell | } | American Association of University Women, Washington, D. C. |

The officers of the Council of Church Boards of Education and the General Secretaries of its constituent Boards were admitted to honorary membership by previous action.

TENDENCIES IN COLLEGE ADMINISTRATION

The second edition of "Tendencies in College Administration" by Dr. Robert L. Kelly, Executive Secretary of the Council of Church Board of Education, Permanent Executive Officer of the Association of American Colleges, and Lecturer on College Administration at Teachers College, Columbia University, will be ready within a few weeks.

This popular book has met a cordial reception. It is recognized as a concise attempt to answer in the light of developing practice such questions as, What are the functions of the president, the trustees, the deans, the faculty, the students, the alumni—in the cooperative business of higher education?

It gives the current ideals and methods of dealing with such diverse topics as college architecture, libraries, curricula, athletics, costs, religious life, etc. It outlines the efforts of students "to participate in their own education."

The first edition has gone to every state in the Union, to the Territories, and to numerous foreign countries.

The following expressions are typical of many:

A College President: "I have placed a copy of the book in the hands of every member of my board of trustees."

A Graduate Student in Education: "A big book boiled down to pocket size."

Mr. Royal J. Davis, Literary Editor, New York Evening Post: "Not only his facts but also his comments are deserving of a wide reading. Dr. Kelly knows whereof he speaks. Pictures of one or more buildings from a score of colleges and universities add to the pleasure and the value of the book."

President R. M. Hughes, Miami University: "So many of us are tied to the mass of routine work that it is invaluable to have some one with a mind thoroughly saturated